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PERSONNEL

THE STATUS OF THE AGENCY
EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

1. On 30 January 1974, the Director of the Office of Management and Budget addressed a memorandum to the Director of Central Intelligence on the Agency's 1975 budget. One paragraph, critical of CIA's Equal Employment Opportunity Program, states:

"As you know, the Administration is committed to equal employment opportunity for all Americans. Recent indications of increased Agency interest and effort in the EEO area, such as the upward mobility and worker-trainee programs at NPIC, are encouraging. Nonetheless, the Agency's overall EEO performance has been disappointing in comparison with other Government agencies. Within the allowances set forth in this letter, you should provide the financial and staff support necessary to initiate and vigorously implement programs which will measurably improve the representation of minorities at all levels and women at the middle and upper levels of the Agency. I trust that you will give such programs your strong personal support."

2. The Calendar Year 1974 CIA Affirmative Action Plan for Equal Employment Opportunity states as an important part of the DCI's EEO policy that the top level managers of the Central Intelligence Agency believe in the principle of equal and fair employment opportunity for all employees irrespective of race, color, religion, sex, or national origin, and are determined that the Agency will practice equal and fair employment opportunity. Headquarters Regulation 20-20b(3)(d) revised to back this policy up in performance evaluations as follows:

"Rating officials will evaluate supervisors annually on their performance in equal opportunity areas such as identification of personnel with potential for advancement, especially members of minority groups and women, maximize utilization of personnel, and participation in upward mobility programs."

CIA's EEO policy is therefore clearly stated and the regulations have been revised to ensure that supervisors follow this policy and are rated on their EEO performance. In spite of these

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advances the OMB Director's memorandum is correct in stating that the Agency's overall EEO performance has been disappointing. I would in fact term it unsatisfactory. Starting from our present low base a number of steps must be taken to improve the record.

3. Despite increased efforts by the Office of Personnel and representatives of the Directorates, only four black professionals entered on duty in the first six months of FY 1974. Recruitment by individual Agency units to meet specialized office, division, and staff needs must now augment Recruitment Division efforts. In addition all employees are urged to interest black acquaintances in applying for Agency employment, especially at the middle and upper levels.

4. To move black and women employees to higher levels we must give greatly increased attention to upward mobility programs and internal and external training that will increase skills as well as potential for assuming greater responsibilities. It is every supervisor's responsibility, but especially that of office, division, and staff managers, to plan and implement upward mobility and special training programs for black and women employees who are dead-ended in their jobs but who have the potential and will to learn and gain new experience thereby enhancing their opportunities for advancement.

5. To ensure that all Agency supervisors are trained in EEO programs, procedures, and complaint processing, the Director, OTR coordinating with the Director, EEO, will increase in-house EEO instruction. In turn, managers at all Agency levels must require and make arrangements for their supervisors' attendance at both OTR courses and the excellent three-day EEO courses offered by the Civil Service Commission.

6. To ensure that all Agency managers and supervisors are taking positive steps to improve the Agency's EEO position, the Inspector General, coordinating with the Director, EEO and supported by the Director of Personnel, will review the EEO ratings of a representative sample of the fitness reports of all managers and supervisors and on a quarterly basis report to the DCI on the quality and realism of the ratings. Equal Employment Opportunity in the Federal Government is not only the law, it is the only way to ensure the continuation of the Agency's mission. Financial and staff support necessary for a vigorous program is available. However, all employees, and in particular supervisors, are the key to a successful program. It is the responsibility of each and every CIA employee to do his and her part in improving our present performance.

W. E. Colby
Director

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